



UNITED STATES MARINE CORPS

MARINE CORPS LOGISTICS BASES
814 RADFORD BOULEVARD
ALBANY, GEORGIA 31704-1128

LOGBASO 12430.1

L02

12 Dec 00

LOGISTICS BASES ORDER 12430.1

From: Commander
To: Distribution List
Subj: PERFORMANCE MANAGEMENT PROGRAM

Ref: (a) MCO 12430.2
(b) SECNAVINST 12430.4
(c) DoD 1400.25-M
(d) SECNAVINST 12451.3
(e) MCO 12410.24

1. Purpose. To establish a performance management program within the Command and to provide implementing instructions for civilian performance management. The performance management program is a two-level summary rating program as defined in references (a) and (b) which became effective with the 1999 performance rating period. Reference (c) is Department of Defense amplifying instruction for establishing performance management within the military services.

2. Policy

a. Performance management is an essential element of Marine Corps Logistics Bases' policy to recognize civilian employee standards of excellence and to provide a system of recognition for work well done. To acknowledge employees' accomplishments above normal expectations of performance of duties, managers and supervisors shall make every effort to use the mode of rewards found in reference (d).

b. Performance management will be designed to integrate management processes that:

(1) Involve employees in improving organizational effectiveness and in assessing individual employee and team effectiveness and performance;

(2) Communicate and clarify mission, organizational goals and objectives;

(3) Identify employee, team and managerial accountability for the accomplishment of goals and objectives;

(4) Use appropriate measures to recognize and reward employees and use the results of performance appraisal as a basis for appropriate personnel actions using reference (d); and

(5) Encourage employees to take responsibility for continuous improvement, support team endeavors, develop professionally and perform at their full potential.

c. The appraisal period will be 1 October through 30 September of each year for all activities within the Headquarters, Marine Corps Logistics Bases, MCLB Albany, Maintenance Center Albany and Blount Island Command. MCLB Barstow and Maintenance Center Barstow will follow two appraisal periods, which has been the past practice. The minimum appraisal period is 90 days.

d. To document performance elements, reviews and ratings, use NAVMC 11408 which is available in the Marine Corps electronic forms program. Refer to reference (a) for examples of critical elements and additional performance requirements.

3. Information

a. This order does not apply to nonappropriated fund employees, employees occupying excepted service positions not expected to exceed the minimum performance period established in a consecutive 12 month period; employees under a temporary appointment for less than 1 year, who agree to serve without a performance evaluation, and who will not be considered for reappointment or for an increase in pay based in whole or in part on performance; and individuals excluded from coverage under other applicable law.

b. Procedures regarding "unacceptable" performance do not apply to temporary employees, re-employed annuitants, employees serving a probationary or trial period, or employees who have not completed one year of current continuous employment under other than a temporary appointment limited to one year or less.

4. Responsibilities

a. Commanding Officers, Center Commanders/Directors, Directorate and Department Directors, and Command staff officers and equivalents will:

(1) Ensure performance appraisals are completed on schedule for each eligible employee for the rating period. Supervisors and managers must be held accountable for getting the employee's appraisal completed within 30 days after the end of the appraisal period. All appraisals will be completed or reviewed as required for "unacceptable" performance within 60 days of the close of the performance period.

(2) Ensure supervisors, managers and team leaders are aware of the importance of the reward system as a means of distinguishing employee's excellent performance from "Acceptable" performance of duty.

(3) Ensure employees whose performance is considered "unacceptable" are counseled by their supervisors as soon as the unacceptable performance presents itself.

(4) Encourage supervisors, managers, and team leaders to nominate employees for awards who have shown an excellent standard of work performed, in accordance with reference (d), as soon as possible at the conclusion of the work performed. Awards are indicators used in the promotion of employees and for hiring purposes and should be awarded to employees as soon after the work is performed as practical.

(5) Train those employees who have supervisory or managerial responsibilities on performance management requirements.

(6) Use reference (a) guidelines in performing the responsibilities of the performance management program.

b. Designation of Reviewing Official. Commanding Officers, Center Commanders/Directors, Directorate and Department Directors, and Command staff officers and equivalents are hereby designated as "Reviewing Officials" for cases of "unacceptable" ratings in their respective organizations.

c. Reviewing officials will review "unacceptable" performance ratings to ensure standards have been applied equitably, ensure a plan of improvements was provided by the supervisor to the employee in a timely manner and ensure management made reasonable efforts to assist the employee to improve performance to an "acceptable" level. If upon subsequent review, the employee's performance is still considered "unacceptable," then action will be initiated to reduce in grade, reassign or remove the employee following the procedures set forth in reference (a).

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d. Supervisors, managers and team leaders will:

(1) Develop together with employees, as appropriate, a written performance plan for each employee based on work assignments and responsibilities and provide the employee the plan within 30 days of the beginning of the appraisal period. Each plan must include all critical elements and related performance standards. Each plan must have at least two critical elements addressing individual performance and each element must be rated as "acceptable" or "unacceptable." An "unacceptable" rating in any one critical element will result in a summary rating of "unacceptable."

(2) Provide one critical element for employees that are assigned to teams for individual performance on the team but not a team critical element.

(3) Provide subordinate employees that have supervisory or managerial duties with one critical element for each responsibility.

(4) Provide subordinate employees that have supervisory duties with a critical element on Equal Employment Opportunity.

(5) Encourage employee participation and ensure each employee is involved in the development of their performance plan. Final responsibility for ensuring establishment of performance plans rests with the supervisor.

(6) Discuss training opportunities or rotational assignments for on-the-job training at the time the performance plan is written and include it in the plan so the employee will know what is expected to receive an "acceptable" rating.

(7) Discuss with those employees that normally meet or exceed the "acceptable" level of performance, the many training opportunities available for developing as a leader. For all General Schedule (GS) and Wage Grade (WG) equivalents, supervisors will discuss the mentor program available in Civilian Leadership Development (CLD) at reference (e) and document the discussion on the supervisor's comment section of the appraisal form. An Individual Leadership Development Plan (ILDP) may be established if desired. The employee's mentor will be instrumental in the development of the ILDP. The supervisor or manager may be included in the development of the ILDP if the employee desires.

(8) Conduct at least one documented progress review approximately six months after the beginning of the appraisal period. More progress reviews are encouraged, and employees may request a progress review at any time. Progress reviews should be informative and developmental in nature and include discussions between the supervisor and team leaders where applicable. Corrective actions should be discussed with the employee who does not meet "acceptable" performance standards, and a written plan of improvement shall be established with the employee.

(9) Solicit input for the progress review and final summary rating from team leaders and other personnel, both civilian and military, that have regular contact with the employee while conducting official business. The supervisor will have final responsibility for preparing the rating of record for each element and the assignment of a summary level. Discussions with team leaders on individual employee performance are highly recommended. A team rating is not to be given, but only an individual performance rating for work performed as a team member. Both individual and team awards per reference (d) should be considered for highly effective performance.

(10) Provide a copy of the approved rating of record to each employee within 30 days of the end of the rating period.

(11) Provide assistance to employees in improving their performance at any time during the appraisal period if the performance is determined to be "unacceptable" in one or more critical elements. The supervisor will counsel the employee on improving performance and set a written plan of action for improvement within a definitive time period. The manager will ensure opportunities are provided by the supervisor for the employee to improve performance.

(12) Recommend incentive awards for employees whose performance surpasses the normal standards of "acceptable" at any time during the reporting period and not just at the conclusion of the reporting period. Reference (d) shall be used along with other personnel actions to reward excellent or superior performance. This is the most preferred method of distinguishing the contributions of civilian employees as leaders in support of the Marine Corps mission, goals and objectives.

e. Covered employees will:

(1) Participate in the development of their performance plan and relevant individual training plans.

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(2) Participate in a progress review(s) and cooperate with the supervisor or team leader to establish an individual plan for correction of performance deficiency. It is the responsibility of the individual employee to meet performance standards for each critical element established on the performance plan.

(3) Provide input on their performance accomplishments at the end of the appraisal period and participate in the final appraisal discussion with the supervisor.

(4) Develop on a voluntary basis as part of civilian leadership development an individual leadership development plan in accordance with reference (e). The mentor, supervisor or manager may assist the employee with the ILDP if the employee desires to participate in CLD.

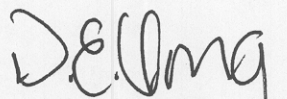
f. Civilian Human Resources Offices will be available to:

(1) Advise managers, supervisors, team leaders, and covered employees on program requirements and related performance management issues.

(2) Forward the results of final close-out ratings and ratings of record to the servicing Civilian Personnel/Human Resources Service Center for data input to the Defense Civilian Personnel Data System.

5. Action. Centers; Departments; Division Directors; Special Staff Officers; Commanders/Officers-in-Charge and equivalents will ensure that all subordinate managers and supervisors (military and civilian) are thoroughly familiar with the contents of this order and that the order is made available to the employees upon request.

6. Applicability. This Order applies to all appropriated fund employees of Marine Corps Logistics Bases including MCLB Albany; MCLB Barstow; Blount Island Command, Jacksonville; Maintenance Center Albany and Maintenance Center Barstow; and Command staff offices/directorates/departments.


D. E. LONG
Chief of Staff

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